

U.S. Department of Housing and Urban Development

E-Government Act of 2002

Second Annual Report ♦ December 2004

1. **A brief, high-level overview (a text document of up to five pages) of your agency's implementation of the E-Government Act, including a summary of agency-specific E-Government initiatives. This should not include the 24 Presidential E-Government initiatives. The overview must address the following specific provisions of Section 202 of the Act.**
 - **Describe how sample initiatives are transforming agency operations and identify other agency partners who collaborate on the initiative.**

E-Government (E-Gov) is more than just implementing web-based technologies and applications. E-Gov is conducting business electronically, safely, efficiently, and effectively and in a manner that is accessible to everyone who needs access at any time of the day. HUD's Enterprise Architecture Practice supports E-Gov by: (a) designing enterprise-wide technical solutions; and (b) analyzing HUD's lines of business (LoBs) and designing target architectures ("blueprints") for improved performance using information technology (IT). Improved performance is supported by E-Gov solutions that help to eliminate redundancies, meet the requirements of the Government Paperwork Elimination Act and the E-Government Act, and to utilize staffing and funding resources more efficiently.

With nearly 100 automated systems supporting the major LoBs, HUD is reducing that number by identifying target enterprise architecture solutions, implementing business processes based upon re-engineering recommendations, and by supporting more web-based applications development. This year an E-Government Strategic Action Plan was developed to serve as the road map for that transformation. The Plan identifies HUD's E-Gov initiatives and describes their alignment with HUD's Enterprise Architecture business model.

HUD continues to commit significant resources from across the Department to ensure that its IT investments deliver solutions that are innovative, efficient, secure, and enable higher levels of service by the homeownership, rental assistance, grants, management and accountability, and other core goals.

HOMEOWNERSHIP

The Federal Housing Administration Connection (FHAC) is an Internet-based system that allows Federal Housing Administration (FHA)-approved lenders to have real-time access to several FHA systems over HUD's Internet for the purpose of originating and servicing FHA loans. FHAC processed 1.4 million FHA loans last year (mostly for first-time homebuyers), with a total value of over \$180 billion. There are currently 9,000 lenders and 90,000 FHAC users. The FHAC processes over one million applications for mortgage insurance annually, primarily for first-time homebuyers. The system is used by other agencies to access:

- o Credit Alert Interactive Voice Response System (CAIVRS) - CAIVRS is accessed for federal debt related credit checks (additional information provided below); and
- o Pay.gov - This year, HUD has also implemented lender recertification payments using Pay.gov's electronic payment system, as a speedier and more efficient method of collecting fees at the Office of Lender Approval. HUD developed the Pay.gov interface using FHAC. Lenders fees were previously submitted to HUD via a Bank of America

lockbox which then processed the fees and transmitted the collections information to HUD each night. The manual process was time-consuming and prone to errors. Plus, HUD paid Bank of America for its lockbox services and a fee per keystroke of data entry. Pay.gov reduces processing costs for HUD, because the Department of Treasury (Treasury) provides these transaction services free of charge. HUD anticipates saving one dollar for every form and collection authorization received in electronic format.

The Credit Alert Interactive Voice Response System (CAIVRS) is a HUD-initiated federal government interagency shared database used to alert participating federal lending agencies when an applicant for credit benefits has a federal lien judgment or a federal loan which is currently in default or foreclosure. CAIVRS is widely recognized by financial institutions as one of less than a handful of authoritative sources for federal default loan information. Consequently, CAIVRS allows HUD and participating agencies to better monitor their credit programs and to reduce the credit extended to individuals with outstanding delinquencies on federal debt, as mandated by several federal laws. To address risk management and improve access to default data, the E-Loans federal-wide President's Management Agenda (PMA) initiative has web-enabled CAIVRS to provide a centralized solution for lenders to check if new loan applicants are delinquent on a prior federal loan or debt. CAIVRS reduces, by almost 100 percent, the risk of endorsing a mortgage for FHA insurance without knowledge of previous delinquencies or defaults in federal programs.

Since 1987, over 61 million borrowers have been pre-screened through CAIVRS. As a direct result of CAIVRS participation, HUD alone has avoided over \$98.7 billion in potential claims and over \$35.6 billion in potential losses. The U.S. Departments of Agriculture (USDA) and Veteran's Affairs (VA) have also realized significant claim and loss avoidance benefits. Additionally, participating agencies have realized cash collections of delinquent debts on an annual average in excess of \$6 million. Agency partners in this effort include USDA, VA, the Small Business Administration, the Department of Education, and the Department of Justice.

HomeSales.gov is a multi-agency E-Gov initiative that creates a single web location for citizens to find and buy federally owned homes located throughout the United States. HUD led the development of the website, which was launched in October 2004, partnering with USDA and VA. Together, the three agencies represent more than 95 percent of all government-owned single-family homes. In October, a syndicated columnist wrote an article on the HomeSales.gov website and the sale of homes by the federal government. This article resulted in a dramatic increase in demand for HomeSales.gov.

RENTAL ASSISTANCE

The Real Estate Management System (REMS) is an automated, web-based repository for the Office of Multifamily Housing's ("Multifamily's") portfolio of insured and assisted properties. The development of REMS has allowed HUD to effectively replace Multifamily's costly and aging legacy systems and build and maintain a fully integrated database of project-related information in one central data repository. REMS enables a user to access/enter/correct critical data elements for the 26,000 projects in the Multifamily inventory portfolio. By providing a central source of data, REMS saves the user countless hours of signing onto each system and looking this data up in multiple systems, and it provides a more consolidated picture to make more informative decisions. Studies are underway to determine the impact of collaboration with other agencies to make better use of modern technology to further reduce costs and improve quality of federal government agency administration.

The Tenant Rental Assistance Certification System (TRACS) collects certified tenant data from owners and management agents of Multifamily housing projects, and from local housing authorities and state housing agencies acting as subsidy contract administrators for HUD. TRACS supports the Multifamily Rental Assistance Program by providing rental assistance payments to the owners of the Multifamily-assisted housing projects for over 3.2 million tenants. TRACS improves HUD's financial management by automating manual procedures and incorporating fiscal controls. TRACS now enables HUD to collect and maintain accurate rental assistance data, automate and improve management of assisted housing programs, reduce manual processes and paperwork, make budget forecasts, and detect subsidy fraud, waste, and abuse. With future enhancements, TRACS will automate calculation and payment of rental assistance, provide access to tenant/contract data over the Internet, and enable intra-agency coordination to detect additional subsidy fraud, waste, and abuse.

Over the next nine years, TRACS is expected to reduce unsubstantiated/improperly-documented payments by hundreds of millions of dollars and save HUD more than \$60 million in actual overpaid rent subsidies. This will be accomplished by incorporating essential features, such as: electronically processing and validating 100 percent of certifications; providing for electronic submission and validation of 100 percent of vouchers; providing full, comprehensive cross validation of voucher, tenant, and contract information; and automatically calculating and authorizing subsidy payments.

The Public and Indian Housing (PIH) Information Center (PIC) provides a secure, scalable system for HUD personnel and Public Housing Authorities (PHAs) to electronically submit and review information about the public housing inventory managed by HUD. PIC provides a central data repository for information about the housing inventory, PIH business events, and program areas. In Fiscal Year (FY) 2004, HUD's Enterprise Architecture (EA) reviewed PIC and a new model resulted, based on the EA business models and restructured IT efforts to support an enterprise-wide Rental Housing Assistance business. The new model is built on open and portable technologies with J2EE architecture and is based on four key functions: (1) inventory management; (2) resource (subsidy) allocation; (3) enterprise income verification; and (4) oversight and monitoring. All Real Estate Assessment Center systems will be organized under the same functional areas, thereby enhancing processing efficiencies and eliminating redundancies.

The Enterprise Data Delivery Service (EDDS) initiative is delivering the Geographic Information System, which is the authoritative source for the Internal Revenue Service (IRS) to determine the eligibility for tax credits in compliance with the Renewal Communities/Empowerment Zones/Enterprise Communities (RC/EZ/EC) program, as well as HUD's authoritative source for determining eligibility for single-family mortgage discounts. EDDS provides a standardized methodology for address validation and geocoding which is improving the accuracy of address information used for a variety of HUD functions, and a data warehouse that facilitates HUD's analysis of both physical property and financial assessments from a single source. The agency partner in this effort is the IRS, which uses EDDS to determine the eligibility for tax credits in compliance with the RC/EZ/EC program.

GRANTS MANAGEMENT

HUD awards approximately \$31.5 billion per year in federal financial assistance to over 10,000 states, local governments, Indian Tribal governments, PHAs, nonprofit organizations

including grassroots, community-based and faith-based organizations, colleges and universities, owners of assisted housing, and resident management organizations through over 56 active programs. HUD eGrants was initiated to provide an enterprise-wide solution for grants management at HUD and will be addressed in a two-phased approach. First, HUD is putting in place a baseline or Interim Solution that will allow FY 2005 electronic applications received via Grants.gov to be distributed within HUD. Once received, application review and processing steps can be accomplished using a workflow product. Second, HUD's eGrants effort will provide full end-to-end grants management on an enterprise level to the Department. HUD is in the process of evaluating various commercial off-the-shelf and government off-the-shelf solutions to determine the best approach for bringing this electronic capability into the Department. When full system capability is reached, HUD eGrants will reduce the costs of maintaining grant legacy systems (currently estimated at \$24 million per year) and will improve the effectiveness of HUD programs by providing better oversight and management of programs managed by the Department within each program office and across the agency.

The HUD eGrants initiative complies with the PMA for Expanded Electronic Government and with Public Law 106-107, the Federal Financial Assistance Management Improvement Act of 1999, because it strengthens the utilization of standardized forms and procedures across the Department and across the 26 federal grant-making agencies. In developing HUD's eGrants, the Department is also striving to achieve interoperability across the program areas and with our grantee partners. In FY 2004, HUD:

- o Completed a Concept of Operations covering the Grants Management Process across all areas of the Department;
- o Established a segment architecture for grants across HUD's programs;
- o Posted 100 percent of FY 2004 funding opportunities for competitive programs on Grants.gov/Find;
- o Posted two electronic grant applications on Grants.gov Apply;
- o Reduced the number of forms used for application submission by 11 percent from 65 forms in FY 2003 to 58 forms in FY 2004, while the number of programs increased by 23 percent;
- o Revised 10 forms to reduce redundant or duplicative data elements;
- o Began the process of developing a data model for HUD grant programs;
- o Identified 239 business processes associated with grant programs across the Department of which 29 business processes were unique to a program, but not necessarily only done by one program;
- o Submitted all of HUD's competitive program application forms and Data Attribute Tables to the Grants.gov Form Factory to create electronic forms for the FY 2005 Super Notice of Funds Availability (SuperNOFA). As a result, Grants.gov is preparing electronic forms for all of HUD's SuperNOFA programs except the Continuum of Care; and
- o Submitted HUD's Business Process Analysis to the Grants Management Line of Business (GMLoB) to assist in structuring a template for all the federal agencies to use in assessing which federal agencies might serve as grants management service centers for some or all of the grants management process.

In conjunction with the HUD eGrants initiative, the Office of Community Planning and Development (CPD) is working on re-engineering and consolidating its grants systems, including the Integrated Disbursement and Information System (IDIS). IDIS improves the access that HUD grantees (including states, entitlement communities, urban counties and consortia) have to funds in the Community Development Block Grant (CDBG) Program, the

Home Investment Partnerships (HOME) Program, the Emergency Shelter Grants (ESG) Program, and the Housing Opportunities for Persons with AIDS (HOPWA) Program while simultaneously expanding HUD's ability to compare a grantee's actual performance against its Consolidated Plan. The IDIS initiative is introducing new technology that improves HUD's internal Grants process effectiveness and efficiency and is using Internet J2EE technology to align with HUD eGrants and the Grants.gov PMA initiative. Over the next several years, CPD will continue integrating its grants systems in an identical fashion, including Special Needs Assistance Programs and Disaster Recovery Grant Reporting, to align with the Department's grants Management segment architecture. After completing this effort, CPD will begin to collapse its grants systems into a single solution or solutions, consistent with HUD's Grants Management EA, Grants Management System, and future state GMLoB, as adopted by the Department. The resulting solution(s) will be used by the CDBG, HOME, ESG, HOPWA Formula and Discretionary, Youthbuild, Rural Housing and Economic Development, Brownfields Economic Development Initiative, Single Room Occupancy, Shelter Plus Care, Supportive Housing, Disaster, and Appalachian Regional Commission grant programs as well as the Section 108 Guaranteed Loan program.

PIH is also undertaking efforts that support the HUD eGrants initiative and has taken a lead role in supporting HUD's Grants EA and future state enterprise grants management system. The Resource Allocation effort is developing reusable modules for managing subsidy allocations at PIH. Phase 1 development efforts in FY 2004 support the formula and categorical grant programs appropriated by Congress for the Capital Fund (\$2.5 billion annually) and grants to Tribes and other Indian entities through either a competitive process or on a formula basis in the case of the Indian Housing Block Grant Program. This phase will automate the current manual processes used to support these programs and will demonstrate the enterprise nature of the development. Phase 2 will continue the modular approach to support the Operating Fund (\$3.4 billion annually) and Housing Choice Vouchers (\$12 billion annually).

MANAGEMENT AND ACCOUNTABILITY

HUD's Development Application Processing (DAP) system is a comprehensive automated underwriting system that supports Multifamily Accelerated Processing (MAP) Approved Lenders, Multifamily Hubs and Program Centers in the creation, calculation, and processing of FHA insurance applications. DAP supports all functions of underwriting: Tracking and Administration of projects; Architecture and Engineering Analysis; Cost Analysis; Valuation Analysis; and Mortgage Credit Analysis. DAP enables approved MAP lenders to submit and process applications electronically and automates internal processes to reduce costs internally and share information more quickly between HUD and approved MAP lenders. DAP streamlined procedures for Lender submission of applications for Multifamily Housing development. MAP procedures have resulted in a reduction of review turnaround by HUD reviewers from a 2-year period to a 45-day period.

The HUD Homes & Communities website is a clearinghouse of information and services about homes and communities for citizens and for current and potential business partners. It's designed to empower citizens and business partners by giving them the information they want, when they want it. HUD continues to add features and functionality to the website to make it more useful to citizens and business partners. The content of the site continues to grow and change as HUD finds new and better ways to make information available to citizens and business partners, alike.

The Public Access Technologies (PAT) initiative includes the installation of HUD Kiosks in public places throughout the country to provide basic information about HUD programs and services to citizens. The PAT initiative has also established free Internet access in 81 HUD offices across the country via HUD Answer Machines. In the past year, more than 330,000 people – predominantly low-moderate income families without Internet access – used HUD's 106 web-based kiosks to find out how to buy a home, search for affordable housing, and learn about fair housing. HUD's kiosks now offer citizens even more government information. In January 2004, HUD began a pilot with Treasury's Bureau of the Public Debt to see if citizens would value broader content on the kiosks. In addition to HUD's information, kiosks now tell citizens how to buy U.S. Savings Bonds, perhaps as a way to save for that down payment on a first home. This pilot was a success; and in March 2004, HUD convened a meeting of representatives from 16 federal agencies to begin a Government-wide Kiosk Project. Kiosks are delivering citizen-friendly web content to a population often left behind.

HUD USER is the Research Information Service and Clearinghouse for HUD's Office of Policy Development and Research and the federal government's primary source of reports and data on housing-related topics. The Clearinghouse maintains close to 800 downloadable publications (most are also available in printed form for a nominal charge), as well as over 8,000 publication abstracts (with complete citations) of reports, articles, books, and data sources useful to those with an interest in housing policy, building design and emerging technologies, economic development, urban planning, and a variety of other disciplines. The HUDUSER.org website also offers ready access to electronic datasets, including Fair Market Rents and Income Limits. During FY 2004, HUD USER averaged approximately 97,000 unique visitors a month, and experienced close to 5 million publication and dataset file downloads. The Clearinghouse also processed roughly 175,000 publication requests during this 12-month period. In 2002, at the request of Congress, HUD established the Regulatory Barriers Clearinghouse (RBC), www.regbarriers.org, as a new service of HUD USER. The RBC collects and disseminates information on successful state and local strategies that promote the development and availability of affordable housing. The RBC provides a searchable database of regulatory reform strategies, an electronic newsletter that highlights successful practices, and a listserv that keeps stakeholders informed on new developments and emerging trends. The RBC shares a toll-free number with HUD USER, which is staffed by experienced housing professionals who are available to assist callers with requests for publications and housing research assistance.

The HUD Integrated Human Resources and Training System (HIHRTS) Enterprise Portal was implemented in December 2003 to provide an integrated system that meets human resources and training information systems requirements. HIHRTS was intended to enable increased monitoring of established staffing restrictions, improved recruitment process, and eliminate delays in processing. HUD received approval to replace HIHRTS with Treasury's HR Connect cross-servicing solution in 2005, to align with the federal-wide Human Resource Management LoB effort. Agency partners in this effort are Treasury and the Office of Personnel Management (OPM). HR Connect will provide HUD's interface to several Internal Efficiency and Effectiveness PMA initiatives led by the Department of Transportation and OPM including Recruitment One-Stop, E-Clearance, and E-Payroll.

- **Explain how your agency maintains an ongoing dialogue with interested parties to find innovative ways to use IT.**

HUD program staff maintain ongoing dialogue with the Department's business partners in the mortgage industry, public housing authorities, grantees, fair housing advocates, housing counseling agencies, and many others.

- o Public Interest Group meetings allow the exchange of ideas on many topics of joint interest, including HUD's IT plans.
 - o FHAC and related innovations are discussed with housing industry partners.
 - o HUD's mortgage industry partners work directly with citizens to assist them in the loan application process.
 - o PIC is discussed with PHAs and Indian Housing Authorities.
 - o Plans to rollout grants management systems and re-engineer IDIS are discussed with grantees and public interest groups.
 - o Title Eight Automated Paperless Office Tracking System enhancements are discussed with HUD's certified Fair Housing Assistance Program agency offices.
 - o HUD is working with other federal agencies that have expressed interest in partnering with HUD. The idea is to find innovative ways to make use of HUD's PAT for the benefits of other federal agencies.
 - o HomeSales.gov developments and enhancements are discussed with partnering agencies, UDSA and VA, during periodical interagency committee meetings.
- **Identify improved performance by tracking performance measures supporting agency objectives, strategic goals, and statutory mandates.**

HUD's E-Government Strategic Action Plan includes specific E-Gov initiatives that support HUD's mission. One of HUD's performance goals in FY 2004 was to increase by five percent the number of E-Gov applications that achieve their performance goals. Owners of each initiative are responsible for developing the performance measures for their initiatives (these can be found in FY 2006 preliminary OMB Exhibit 300, Section 1-C, Performance Goals and Measures, submitted in September 2004.) To track HUD's success in meeting the E-Gov performance goal, HUD is tracking the performance measures of 15 major E-Gov initiatives. In FY 2003, HUD identified performance measures for each of the 15 E-Gov initiatives, and established quantifiable performance goals for 11 of the 15. In FY 2003, 4 of 11 E-Gov initiatives (36 percent) met or exceeded performance goals. The number of E-Gov initiatives that have established performance goals has increased 27 percent from 11 (FY 2003) to 14 (FY 2004). Additionally, 12 of 15 initiatives (80 percent) have met or exceeded their performance goals, an increase of 44 percent over FY 2003 performance. The only E-Gov initiative that has not established performance goals is HIHRTS, which was implemented in December 2003. Before goals could be established, HUD received approval to replace HIHRTS with Treasury's HR Connect cross-servicing solution in 2005, to align with the federal-wide Human Resource Management LoB effort. For the two E-Gov initiatives that did not meet their established performance goals, HUD staff is developing corrective action plans. HUD will continue quarterly monitoring and evaluation of E-Gov initiatives.

- **Quantify the cost savings and cost avoidance created by implementing the initiative (e.g., reduction and elimination of investments), and describe the methodology used to determine savings.**

HUD implemented the comprehensive ITIM process to ensure that its portfolio of IT projects adequately address HUD's business strategies and are managed to achieve expected benefits in accordance with accurate and complete cost, schedule, technical, and performance baselines. HUD uses the ITIM process not only to manage its IT portfolio, but also as a

complement to the budget process, a method for supporting PMA goals, and as a tool for constructing the Department's EA. Consequently, HUD's ITIM process, policies and guidelines provide Department-wide instructions and a framework for reviewing all planned IT acquisitions to identify and prevent potential duplication with the 24 PMA E-Gov initiatives.

EA Blueprints (target architectures) for HUD's major business areas help guide the E-Gov transformation. In FY 2004, HUD's EA practice identified more than \$5.6 million that was redirected from redundant systems. EA practice has developed Blueprints for the Office of Single Family Housing (SFH) and the Office of Rental Housing Assistance (RHA). The SFH Blueprint includes important initiatives such as CAIVRS and the FHA Connection. The RHA Blueprint covers PIH and the Office of Multifamily Housing. The Blueprints will help guide HUD IT investment management and IT systems development, while building a target HUD architecture for the future. Blueprints for the Grants, Human Resource, and Financial Management LoBs are scheduled for completion in FY 2005.

- **Explain how your agency ensures availability of Government information and services is not diminished for those without access to the Internet.**

HUD serves millions of low- and moderate-income households, and thus is sensitive to the challenges of the "Digital Divide." While HUD program information is available on its website, and many of its business transactions have been "web-enabled," HUD field staff answers questions and provides assistance over the phone or face-to-face for those without Internet access.

All information is available in various accessible formats, including paper documentations that can be requested through various telephone/TTY (text telephone) systems. Additionally, HUD has placed 106 touch-screen kiosks in public places throughout the country to provide basic information about HUD programs and services to citizens. HUD's outreach efforts are further supplemented through events (e.g., local homeownership fairs) sponsored by HUD business partners who disseminate HUD program information.

HUD offers free access through HUD Answer Machines to its Internet website – the Homes and Communities page – from each of its 81 offices across the country. HUD is the only federal agency providing this service. HUD Public Computers provide information on: how to buy a home; a listing of apartments offering rental subsidies; business opportunities; how to file a housing discrimination complaint; consumer information; listings of HUD homes for sale in every state; and HUD forms and official handbooks. HUD staff is available to help those who visit HUD offices.

HUD also continues to support communities by initiating a variety of community and business partner outreach programs.

- o **Community Outreach Partnership Centers (COPCs) Program** grants encourage institutions of higher education to establish and operate COPCs. COPCs must be in urban areas and address at least three of these issues in the targeted community: local housing; infrastructure; economic development; neighborhood revitalization; health care; crime; or planning.
- o **Neighborhood Networks (NNs)** is a community-based initiative implemented by HUD in 1995. Through innovative private/public partnerships, NNs establish multi-service community learning centers that bring computer access and lifelong learning to low- and

moderate-income residents living in HUD multifamily-insured and -assisted housing. More than 1,100 NN centers are currently operating in HUD multifamily housing properties throughout the U.S. NN was one of the first federal initiatives to promote self-sufficiency and help provide computer access to low-income housing communities.

- o **HUD-Approved Housing Counseling Agencies** provide services to citizens for buying a home, renting, defaults, foreclosures, credit issues, and reverse mortgages.
- o **Web Clinics** to offer training opportunities to help community and local partner organizations use the Internet to design and manage a public service website that works free of charge. Web Clinics target HUD partner organizations who don't already have a website or who don't quite know how to make their websites effective ways of delivering public services.
- o **Webcasts** have been excellent tools for training HUD partners for a number of years and this year, webcasts became a centerpiece in our efforts to inform citizens. In June 2003 during National Homeownership Month, HUD introduced a new webcast, "How to Buy a Home," for consumers on such topics as how to avoid predatory lending, how to buy a HUD home, and how to keep your home safe and healthy. All of these webcasts are also available in Spanish.

2. A summary of the implementation of the specific privacy provisions of Section 208 of the E-Government Act. Implementation guidance for the Privacy Provisions of the E-Government Act of 2002 is located at <http://www.whitehouse.gov/omb/memoranda/m03-22.html>. The privacy summary should contain the following three parts:

a. The reporting of each instance where persistent tracking technology is used.

As reported in last year's E-Gov report, HUD does not use any persistent tracking technology.

b. A readable agency privacy policy machine or an explanation of why it is not readable.

HUD has adopted the Platform for Privacy Preferences Project standards for machine-readable privacy statements developed by the World Wide Web Consortium.

c. The contact information (name, title, phone number, and email) of individual(s) appointed by the head of the Executive Department or agency to serve as the agency's principal contact(s) for information technology/web matters and the individual (name and title) primarily responsible for privacy.

Carolyn H. Cockrell, Acting Chief Technology Officer, is the principal contact for IT and web matters and can be contacted at (202) 708-1008 or at Carolyn_H_Cockrell@HUD.gov. Donna L. Eden, Director, Office of E-Government and Policy, and Jeanette Smith, Departmental Privacy Act Officer, are responsible for privacy policies. They can be contacted at (202) 708-2374. Their e-mail addresses are Donna_L.Eden@HUD.gov and Jeanette_Smith@HUD.gov.

3. A summary (a text document of up to two pages in length) of your agency's progress to implement your information technology human resource strategy as described in Section 209 of the Act. The summary must:

- **Identify any specialized job activities necessary to perform the agency mission that have changed since last year's report;**

Due to the PMA, Departmental priorities, and compliance with various legislative requirements, HUD's IT workforce training efforts in FY 2004 have focused resources on the following specialized training and skills development efforts:

- o Project Management and Contract Oversight;
- o IT Security; and
- o IT Technical Knowledge and Skills.

Project Management and Contract Oversight

In December 2003, HUD completed the rollout of Microsoft Office Project 2002 and all project managers were offered one-on-one training on the use of this software project management tool. HUD contracted with the USDA Graduate School to conduct five Government Technical Monitor/Government Technical Representative training sessions by August 2004. This training was very successful due to the fact that it was held locally and specifically addressed HUD's acquisition requirements.

In addition to the project management and contract oversight training available to the IT workforce via the HUD Virtual University (HVU) and OPM's GoLearn.gov, employees of the Office of the Chief Information Officer (OCIO) attended the following training to address individual competency requirements:

- o Source Selection - The Best Value Process;
- o Performance Based Contracting;
- o Simplified Acquisition Procedures;
- o Project Management Applications; and
- o Project Management Professional (PMP) Exam Preparation.

IT Security

HUD's Office of IT Security presented Security Awareness Training to all employees and contractors. The purpose of the training, which was provided in both a classroom setting and on-line, was to increase computer security awareness and to communicate responsibilities for protecting valuable IT resources.

In addition to the IT security training available to the IT workforce via the HVU and GoLearn.gov, OCIO employees attended the following training to address individual competency requirements:

- o Managing Information Security in Networked Environment;
- o Developing Enterprise Security Strategies, Guidelines, and Policies;
- o Certified Information System Security Professional Training and Certification;
- o Focus on the Federal Information Security Management Act III;
- o Smart Cards in Government 2004;
- o Certification and Accreditation Training Workshop;
- o Federal Information Systems Security Educators' Association Conference;
- o Federal Information Assurance Conference; and
- o Federal Computer Security Program.

IT Technical Knowledge and Skills

IT technical knowledge and skills are required at a high-level perspective. While most of HUD's IT workforce do not require "hands-on" training, they do require a technical understanding of the tasks that they oversee. Consequently, in addition to the technical training available via the HVU and GoLearn.gov, OCIO employees attended the following training to address individual competency requirements:

- Assuring the Information Infrastructure;
- ProSight Annual Customer Summit;
- HTML Programming: Introduction;
- Access: A Comprehensive Hands-on Introduction;
- IT Infrastructure Management Conference;
- Annual Technology Conference 2004;
- Software Testing for Better Project Management; and
- Network Security.

- **Explain how your IT training plan integrates into the overall agency training plan; and**

HUD's strategy for the training and professional development of the IT workforce addresses a broad range of information technology disciplines that meet HUD specific information technology and information resource management needs, yet do not exceed the finite resources assigned to training. HUD's IT workforce training strategy not only addresses deficiencies in current skill levels, but also demonstrates to the IT workforce a continued commitment to their continued professional development.

While HUD's FY 2004 IT training plan focused on project management and contract oversight, IT security, and IT technical knowledge and skills, the plan also provided for training and development in the following core competency areas:

- Business Process Improvement & Re-engineering;
- Policy and Organizational;
- Budget and Management;
- Records Management;
- Capability Maturity Model® Integration;
- Communications;
- Information Resource Strategy and Planning;
- Change Management;
- Enterprise Architecture; and
- Leadership.

Additionally, in an effort to attract and retain a knowledgeable IT workforce, the OCIO also established a two-year Intern Program designed to provide formal and informal training to staff hired under HUD's Federal Career Intern Program, Presidential Management Intern Program, Student Career Employment Program, and Student Temporary Employment Program appointments. Over the past two years, these interns have developed Individual Development Plans (IDPs), participated on various details, and been assigned a mentor responsible for assigning and tracking on-the-job experience. This year, many of the interns graduated from this Intern Program and with additional developmental assignments and skills development. The OCIO is looking to these individuals to eventually step into the jobs vacated by IT workforce staff eligible for retirement.

- **Discuss how you have used the results of OPM's Training Report (www.opm.gov/hrd/lead/pubs/ittpreport_07-04/ittpreportJuly2004.pdf) to successfully implement training programs to fulfill gaps in your IT workforce.**

While HUD's IT training plan was developed to meet the Department's immediate or anticipated competency needs relevant to the mission, HUD is utilizing the government-wide IT training programs listed below to address competency gaps.

- o **Technical Competencies.** OCIO employees are encouraged to use OPM's IT Workforce Development Roadmap available from the GoLearn.gov website to develop IDPs, career progression plans, and take the various training courses.
- o **IT Policy.** OCIO managers and employees are encouraged to attend OPM Leadership and Management Training, apply and participate in the Council for Excellence in Government, E-Government Fellows program, designed to address the technology transformation occurring in government and the leadership challenges it presents. OCIO managers and employees are also encouraged to participate in the Strategic and Tactical Advocates for Results program and attend the various classes offered by the USDA Graduate School.
- o **Leadership.** OCIO managers and employees are encouraged to enhance their career advancement opportunities by attending the CIO University, IRM College, Federal Executive Institute, and Management Development Centers.

HUD staff will continue to partner with the PMA E-Training initiative to identify cost-effective training solutions that meet Departmental IT workforce requirements and current and projected competency gaps.

4. A brief description of the process your agency has established for determining which information will be made available on the Internet as described in Section 207 of the Act. The description must:

- **Provide the priorities and schedules for making Government information available and accessible;**
- **Explain how these priorities and schedules were available for public comment; and**
- **Identify the link where the priorities and schedules can be found on the Internet.**

HUD's Homes and Community website was developed as the information clearinghouse for citizens and current and future business partners. Consequently, HUD's websites already offers most information commonly requested under the Freedom of Information Act (FOIA) and through e-mail and telephone contacts. However, to ensure compliance with Section 207 of the E-Government Act, HUD's Departmental Web Team surveyed FOIA Officers throughout the Department and HUD staff who routinely respond to customer questions via phone and e-mail, asking them to identify any frequently requested information that is not already available on HUD's website. Based on that review, HUD identified the inventory of information priorities and schedules available on <http://www.hud.gov/about/inventory.cfm>. This Web Publication Schedule page also provides a link to HUD's Web Manager mailbox and solicits public comments and suggestions.

As new information becomes available at HUD that is important to the public, the Department is committed to putting it on HUD's Homes and Community website.